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Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013

Report of the Under-Secretary-General/Executive Director

Summary

The present report covers progress in the implementation of the strategic plan in 2011, as requested by the Executive Board in its decision 2011/3.

The Executive Board may wish to welcome and endorse the report.

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I. Introduction

1. The events of 2011, the pace of political and economic change and the centrality of gender equality and women's empowerment to both understanding and navigating those changes reaffirmed the relevance and necessity of the mandate and strategic plan of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). They demonstrated the essential role of the United Nations and the need to align multilateral efforts at the global and intergovernmental levels with on-the-ground support to national development efforts, reflecting the added value of the normative and operational nature of UN-Women. This role has enabled the United Nations to make a larger than ever contribution to greater prominence for women's issues.

2. The strategic plan stresses the importance of achieving results with modest resources. Partnership, influence and leverage are key. In 2011 UN-Women became a stronger partner, enabling and catalysing the work of others both within and beyond the United Nations system. Collaboration was extended and deepened with the private sector, civil society and multilateral organizations, and new initiatives were begun with Member States. Efforts to reach out to men and boys as partners for gender equality continued. Within the United Nations, UN-Women focused at both the field and headquarters levels on "Delivering as one", convening the United Nations system to collectively identify ways to better promote gender equality and supporting its efforts. The Secretary-General's unwavering support provided further impetus.

3. During its first year, UN-Women established the foundations of a strong organization. Financial regulations and rules, four budgets, the strategic plan and the strategic framework were developed and endorsed by intergovernmental bodies. Staffing was completed at headquarters, including the establishment of a new senior management team. Challenges, particularly in the areas of operations and management, were identified, and actions commenced to strengthen efficiency, transparency, accountability and value for stakeholders. The capacities of field offices in 33 countries and areas[1] were strengthened on the basis of a field capacity assessment. Results-based plans and associated budgets were prepared for all UN-Women country offices, greatly improving the foundation for results and reflecting the strategic plan's focus on the country level.

4. Alongside rapid internal development and change, UN-Women achieved results at the intergovernmental, global, regional and country levels and responded to developments, such as those in the Arab region, in flexible y . focused ways.

5. The challenges of the unique mandate of UN-Women were highlighted in 2011, and the imperatives of making the link between normative and operational activities real and dynamic, reflecting a question surely central to the 2012 quadrennial comprehensive policy review. The "Delivering as one" initiative has demonstrated that for gender, and for cross-cutting issues as a whole, the uniting of normative and operational aspects in the UN-Women mandate represents an

[1] Afghanistan, Albania, Barbados, Brazil, Colombia, the Democratic Republic of the Congo, Ecuador, Egypt, Fiji, Guatemala, Haiti, India, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Liberia, Mali, Mexico, Morocco, Mozambique, Nepal, Pakistan, Panama, Rwanda, Senegal, Slovakia, South Africa, South Sudan, Thailand, Timor-Leste, United Republic of Tanzania and the occupied Palestinian territory.

approach for the United Nations system going forward. This will demand greater capacity across all levels of the organization, the realignment of structures to better link the levels, improved resourcing and an approach that is nimble, interconnected and catalytic.

6. The year 2011 was marked by political, economic and environmental change. Along with familiar challenges of economic instability and conflict, women and men in every region took to the streets demanding social, political and economic justice. In all cases, women played a central role as activists, leaders and peacemakers.

7. Women's leadership was recognized in the awarding of the Nobel Peace Prize to three women leaders, and was reflected in the election of many new women heads of State and Government. The role of women in effective political transition was highlighted, as was the centrality of their political participation to stability and peace.

8. Food prices hit a three-year peak in January 2011, with the World Bank estimating a net increase in extreme poverty of about 44 million, bringing women's role as heads of households, carers of children and farmers and producers of food to the forefront. Global unemployment hit record highs, with 84 million women out of work. While many women stepped up to protect household income, it was often through low-paid insecure jobs, demonstrating both their potential contribution and the imperative of policy responses to their economic empowerment. The World Bank's *World Development Report* evidenced the contribution of gender equality to economic growth, but reminded us that growth does not necessarily deliver gender equality.

9. Natural disasters across the world served as a reminder of the impact of climate change on women, along with the need to understand and leverage their role in sustainable development.

10. A number of significant intergovernmental normative processes highlighting gender equality, at which UN-Women was active with advocacy and side events, took place in 2011. These included the Fourth United Nations Conference on the Least Developed Countries (Istanbul, Turkey, 9-13 May 2011), the United Nations Climate Change Conference (Durban, South Africa, 28 November-9 December 2011) and preparations for the United Nations Conference on Sustainable Development (Rio de Janeiro, Brazil, 20-22 June 2012). The Fourth High-level Forum on Aid Effectiveness (Busan, Republic of Korea, 29 November-1 December 2011) also reaffirmed the centrality of gender equality in development cooperation.

II. Overview of UN-Women

11. By the end of 2011 UN-Women had established key management, budgetary and planning structures for its mandate, with a three-pillar structure consisting of partnerships, coordination and intergovernmental work; programme and policy; and management and administration. Staffing structures were prepared and existing staff aligned to those structures where possible. Senior managers were recruited. These new structures combined staff from the four previous entities, breaking down barriers and contributing to a common corporate identity. Following the field capacity assessment, minimum capacities at the country level were identified,

providing a basis for strengthening the country presence in phases, in line with the strategic plan. The reconfiguration of regional structures will be carried out in 2012 and 2013, thereby completing the implementation of the structural design of UN-Women.

12. UN-Women remained guided by, and supported the implementation of, the Convention on the Elimination of All Forms of Discrimination against Women. This included support for States parties for reporting, dialogue with the Committee on the Elimination of Discrimination against Women, and follow-up to concluding observations. For example, UN-Women provided assistance in the preparation and submission of reports by Afghanistan and Pakistan, training for the Oman and Zimbabwe delegations to the Committee and planning for the implementation of concluding observations in Papua New Guinea. UN-Women also supported the integration of the Committee's concluding observations into the poverty reduction strategy paper of Guinea-Bissau and the national development plan of South Africa.

13. Partnership underpins the UN-Women mandate and business model, and was fostered with non-governmental organizations, academia, media, the business community, Member States and the United Nations system. UN-Women supported civil society participation in the session of the Commission on the Status of Women, leading to increased outreach and participation and enabling non-governmental organizations to better contribute to substantive discussions, with 1,665 representatives from 352 such organizations participating. Civil society was consulted to guide the establishment of a global advisory group. A memorandum of understanding was signed with Duksung University in the Republic of Korea supporting the Africa Young Women's Leadership Programme through scholarships.

14. Private sector partnerships were formed with a number of companies and groups, including Avon, Coca-Cola, Johnson & Johnson, Tag Heuer and Zonta International. For example, UN-Women began to work with Microsoft to utilize information and communications technology for economic and political empowerment programmes for women, improved data, awareness-raising and advocacy.

15. Communications were key to the role of UN-Women as a global driver of gender issues. UN-Women remained connected to global media outlets worldwide, with a corporate online presence that grew threefold in 2011 and wide social media audience. Outreach was maximized through a variety of strategic approaches. For example, the Executive Director's International Women's Day statement and 16-step policy agenda generated more than 22,000 articles and reached an audience of 40 million through social media. In Egypt, television and radio spots on voter education aired widely on national channels. Campaigns in the Caribbean region and in South Asia engaged artists and youth on ending violence against women.

16. The UN-Women flagship report, *Progress of the World's Women 2011-2012: In Pursuit of Justice*, focused on women's access to justice and garnered extensive media coverage in every region, leading to advocacy events worldwide and affecting discussion on such issues as women's rights in the new constitutions of Egypt and Kenya, services for gender-based violence survivors in the occupied Palestinian territory, and the rights of indigenous women in Ecuador.

17. South-South cooperation was leveraged. For example, UN-Women-supported work with Rwandan police continued to influence police forces across Africa. Work

to create safe markets for women in Liberia influenced work in Papua New Guinea, where more than 10,000 women benefited from reforms in 2011. UN-Women supported exchange visits such as those between Burundi and Rwanda on one-stop centres for survivors of violence, and between El Salvador and Nicaragua during the process of formulating new anti-violence laws. UN-Women also facilitated training by Moroccan experts to Mauritanian counterparts for preparing their first prevalence survey on gender-based violence.

18. Various challenges became apparent in 2011, including the need to work with partners to find better approaches for addressing systemic drivers of economic exclusion. Situations of transition offered opportunities for women, yet were often disappointing, with women's voices excluded. The systematic exclusion of women from peace negotiations remained persistent and stubborn.

19. At the management level, variations in capacity across the organization remain a significant challenge, alongside legacy issues with contract types, typically an overreliance on short-term contracts for full-time functions. Overly centralized decision-making continues to cause delays and transaction costs, along with insufficient communication. These are priorities for the 2012 regional architecture process and for organizational effectiveness efforts more broadly.

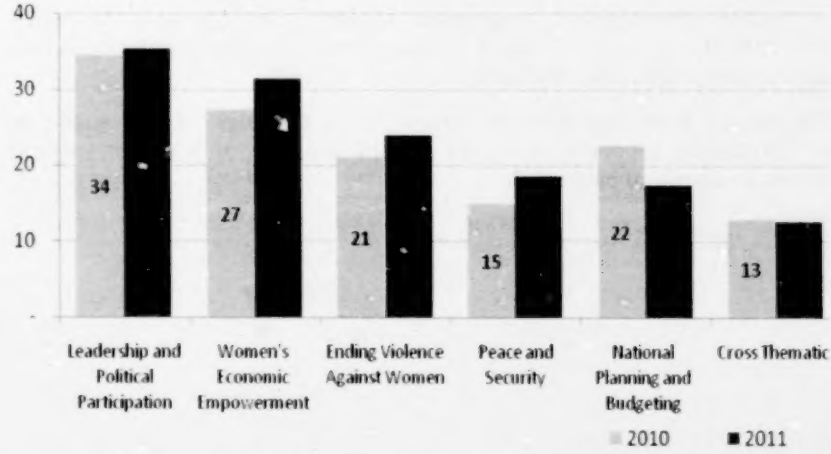
III. Results

20. UN-Women expenditure by theme in 2011 showed a 16 per cent increase in programme funding for women's economic empowerment over 2010 (see figure I). Africa received the greatest share of resources, up 17 per cent over 2010. Expenditure rates for the Arab States were below projections, given developments in some countries that hindered the implementation of plans (see figure II).

Figure I

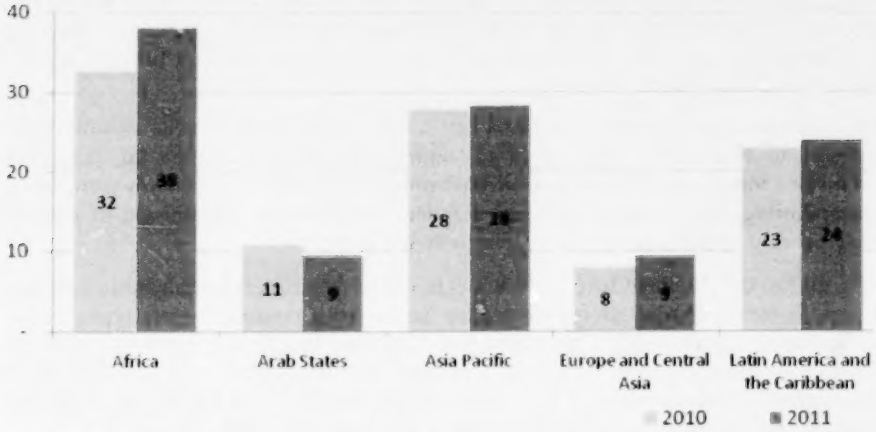
UN-Women programme expenditure by theme, 2010-2011[a]

(Millions of United States dollars)



[a] Includes all programme expenditure, including programme support costs, but excludes expenditures incurred under the United Nations Trust Fund to Eliminate Violence against Women.

Figure II
UN-Women programme expenditure by region, 2010-2011[a]
(Millions of United States dollars)



[a] Includes all programme expenditure, including programme support costs, but excludes expenditures incurred under the United Nations Trust Fund to Eliminate Violence against Women.

21. Figures III to VII below show the trajectory of progress against strategic plan targets for 2013, 2015 and 2017. Figures are cumulative, including the baseline. They paint a widely varying picture, with progress on some greatly ahead of schedule, and for others markedly behind. This wide variance may suggest the need to revise targets when the strategic plan is updated.

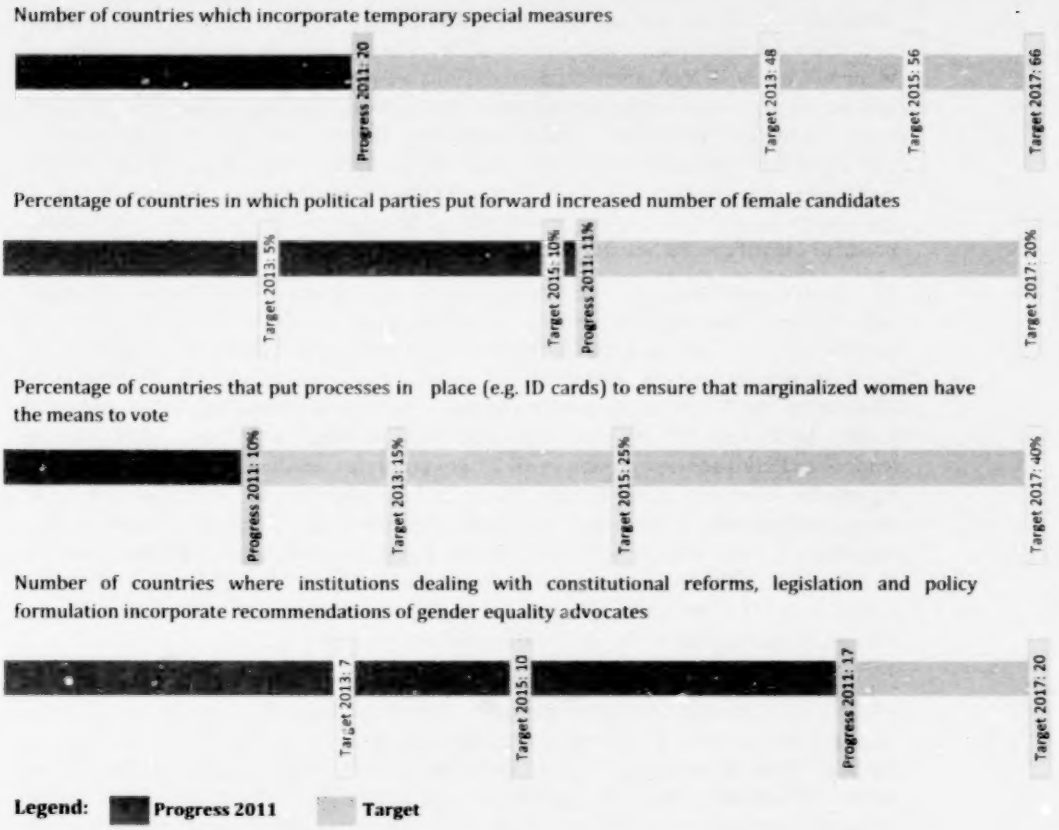
Women's leadership and participation

22. During the year, UN-Women leveraged national and global partnerships to promote space for women's participation in electoral processes, working with the United Nations Development Programme (UNDP), the Electoral Assistance Division of the Department of Political Affairs and the Department of Peacekeeping Operations, among others (see figure III).

23. UN-Women supported electoral reform in 14 countries.[2] For example, in Kenya, UN-Women supported advocacy for the adoption of a gender-sensitive election law and political parties bill.

[2] Algeria, Brazil, Colombia, Democratic Republic of the Congo, Haiti, Kenya, Mexico, Morocco, Papua New Guinea, Senegal, South Sudan, Timor-Leste, Tunisia and Vanuatu.

Figure III
Leadership and political participation: trajectory of progress towards the target


Number of countries which incorporate temporary special measures
Progress 2011: 20
Target 2013: 48
Target 2015: 56
Target 2017: 66
Percentage of countries in which political parties put forward increased number of female candidates
Target 2013: 5%
Target 2015: 10%
Progress 2011: 11%
Target 2017: 20%
Percentage of countries that put processes in place (e.g. ID cards) to ensure that marginalized women have the means to vote
Progress 2011: 10%
Target 2013: 15%
Target 2015: 25%
Target 2017: 40%
Number of countries where institutions dealing with constitutional reforms, legislation and policy formulation incorporate recommendations of gender equality advocates
Target 2013: 7
Target 2015: 10
Progress 2011: 17
Target 2017: 20
Legend: Progress 2011 Target

Number of countries supported under priority area 1	Programme expenditures under priority area 1
71	$35.3 million

24. UN-Women contributed to five countries increasing the number of women elected to office at the local and national levels in 2011.[3] For example, in Morocco, the number of women in the national Parliament increased from 10 to 17 per cent following UN-Women-supported advocacy by the Movement for Parity during the constitutional reform process. In Mexico, the number of women among elected officials increased at the local and state levels as a result of support provided by the Fund for Gender Equality, which contributed to an increase in the number of women mayors (5 to 12 per cent) and state congressional members (12.5 to 37.5 per cent) in Michoacan.

[3] Cape Verde, Côte d'Ivoire, Mexico, Morocco and Nicaragua.

25. UN-Women supported women's participation in decision-making bodies in 14 countries[4] through temporary special measures in constitutions or legal frameworks. For example, in Colombia, UN-Women successfully supported the adoption of a 30 per cent quota in the political reform law, following collaboration with the women's national mechanism to develop the national policy for gender and women's rights. UN-Women supported Tunisian gender advocates in opening new spaces for women's leadership through legal reform, leading to the Arab region's most progressive parity law, which requires parity in candidate lists for political parties. While this significantly increased the number of women in the Constituent Assembly, that number fell well short of parity, demonstrating the challenges of translating such measures into results and pointing to an area in which UN-Women needs to identify more holistic strategic approaches.

26. UN-Women engaged women as voters. In Pakistan, UN-Women leveraged national and international partners to establish processes to allow marginalized women to vote, linking with the National Database and Registration Authority to allow better access to computerized registration, and with the International Foundation for Electoral Systems to support awareness campaigns for women and youth. In Egypt, UN-Women supported consultations with grass-roots women leaders and civil society groups in all 27 governorates, leading to the drafting of the Egyptian Women's Charter in June 2011, which was endorsed by 500 non-governmental organizations and signed by more than 500,000 individuals. The consultations also contributed to the establishment of the Egyptian Women's Union, composed of 500 non-governmental organizations. Alongside UN-Women advocacy efforts and voter outreach, this contributed to an increase from 40 to over 46 per cent of women voting in the 2011 parliamentary elections.

27. UN-Women also strengthened the capacities of gender equality advocates. In Albania it increased the accountability of municipal authorities by partnering with local groups to develop community-based scorecards on the needs and priorities of women. These influenced political campaigning and ultimately the adoption of two formal agreements on gender equality with newly elected mayors. In Ecuador, indigenous women were supported by a UN-Women/UNDP joint programme to create the region's first indigenous media network. In the Republic of Moldova, technical support and capacity development from UN-Women contributed to the integration of the women's network of mayors and local councillors into the Congress of Local Authorities, the largest and most representative association of local public authorities in the country, which promoted a gender-sensitive institutional framework.

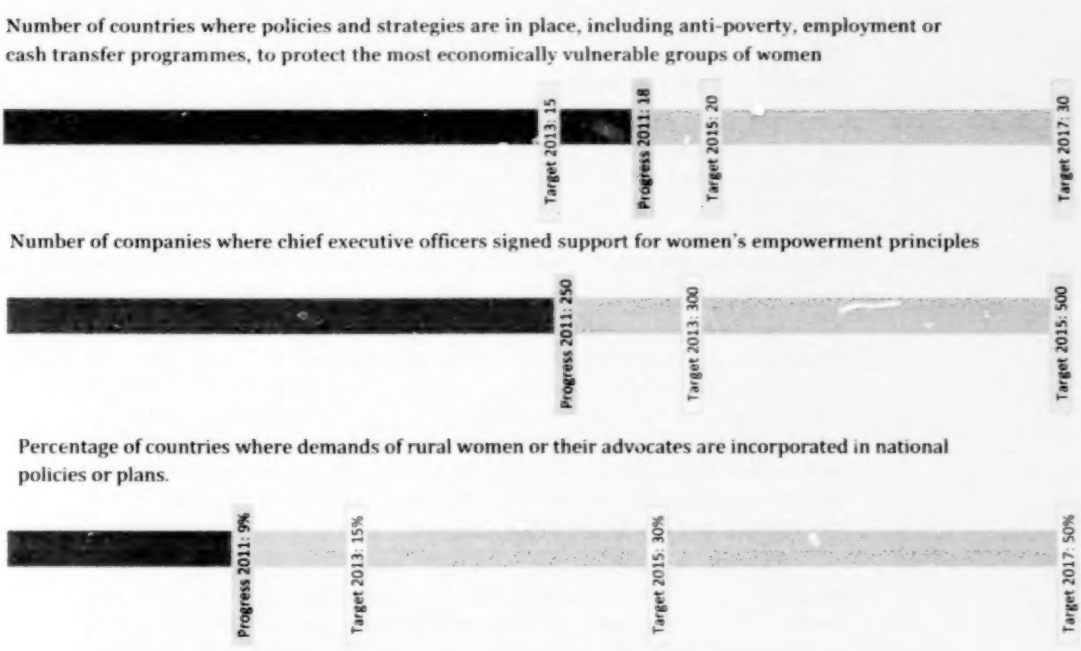
Increased access of women to economic empowerment opportunities

28. Economic empowerment was UN-Women's main programmatic growth area in 2011, reflecting its centrality to poverty reduction and development (see figure IV). There was a shift from a focus on economic security and smaller projects to interventions targeting structural issues, including women's access to productive assets, markets, services and decent work. UN-Women's advocacy leveraged resources from regional banks and governments. For example, in Liberia, as the lead agency of the Joint Programme on Gender Equality and Women's Economic

[4] Algeria, Brazil, Colombia, Democratic Republic of the Congo, Haiti, Kenya, Mexico, Morocco, Papua New Guinea, Senegal, South Sudan, Timor-Leste, Tunisia and Vanuatu.

Empowerment, UN-Women participated with UNDP and the United Nations Capital Development Fund in an investment committee chaired by the central bank, through which microfinance institutions received support to make loans to 2,530 rural women, and 1,800 Liberian women were able to gain access to business development and financial literacy skills. In Senegal, UN-Women supported the Government's formulation of a women's entrepreneurship development strategy, which secured resources from regional banks.

Figure IV
Women's economic empowerment: trajectory of progress towards the target


Number of countries where policies and strategies are in place, including anti-poverty, employment or cash transfer programmes, to protect the most economically vulnerable groups of women
Target 2013: 15
Progress 2011: 18
Target 2015: 20
Target 2017: 30
Number of companies where chief executive officers signed support for women's empowerment principles
Progress 2011: 250
Target 2013: 300
Target 2015: 500
Percentage of countries where demands of rural women or their advocates are incorporated in national policies or plans.
Progress 2011: 9%
Target 2013: 15%
Target 2015: 30%
Target 2017: 50%
Legend:
Progress 2011
Target

Number of countries supported under priority area 2	Programme expenditures under priority area 2
67	$ 31.5 million

29. UN-Women supported gender-responsive services in such areas as facilitating access to markets, credit, technology, business mentoring, transport, water and training in renewable solar energy. Support was often provided through joint programming, such as the UN-Women-led Joint Programme on Gender Equality in Ethiopia, which provided support to the Federal Micro and Small Enterprise Agency, including the training of almost 4,000 women in marketing and business management skills and over 5,000 women in initiating business engagements or expanding their businesses. In Albania, State-funded monthly family subsidies previously provided mainly to male heads of household were also made available directly to women. In the occupied Palestinian territory the women-run school canteens programme, whereby women entrepreneurs produce healthy meals for

schoolchildren, was scaled up by the Ministry of Education, reaching 35 centres feeding nearly 80,000 children. In Côte d'Ivoire, UN-Women's work with the Food and Agriculture Organization of the United Nations (FAO) resulted in the inclusion of women's priorities in the detailed investment programme for the implementation of the national agricultural investment plan.

30. UN-Women also partnered beyond the United Nations system. For example, UN-Women contributed to the Central American Integration Bank's gender strategy implementation plan and to the creation of the Central American Observatory on Gender and Entrepreneurship to support gender-responsive entrepreneurial services across the region, influencing more than 130 microfinancing agents.

Box 1
Fund for Gender Equality

The Fund for Gender Equality provides direct multi-year grants of up to $3 million to women's organizations and governmental agencies to advance women's political and economic empowerment. To date, the Fund has supported 55 grantee partners in 47 countries in support of women's economic empowerment (24 grants totalling $17 million in 21 countries) and political participation (31 grants totalling $26 million in 26 countries).

For example, in 2011 the Fund supported Dalit women in Andhra Pradesh and Uttar Pradesh in India, contributing to a 400 per cent increase in claims for employment benefits provided by the Mahatma Gandhi National Rural Employment Guarantee Act. In Liberia, more than 9,000 women and their families were supported through improvements to income-generating markets, with access to safe water and sanitation, storage facilities, literacy training, electricity, spaces for day-care centres and training and health facilities.

The Fund operates in countries with a minimal UN-Women presence, such as Sri Lanka, where grantees provided support that resulted in an increase in women candidates on 10 political party electoral lists from 2 to 20 per cent. The Fund also awarded $4.85 million in grants for strategies ranging from advancing women's political participation in Egypt, Libya and Yemen to fostering sustainable development in Algeria and the occupied Palestinian territory.

31. There was an emphasis on the most economically excluded women, including those in rural areas and domestic and migrant workers. Following UN-Women engagement, the economic empowerment of excluded women was incorporated in national plans in 15 countries,[5] while pro-poor employment and cash transfer programmes were strengthened to benefit the most economically vulnerable women in 14 countries and areas.[6] UN-Women supported the Global Forum on Migration

[5] Bangladesh, Brazil, Cambodia, China, Ecuador, Egypt, Guatemala, Lao People's Democratic Republic, Mali, Morocco, Mozambique, Nepal, Pakistan, Philippines and Rwanda.

[6] Albania, Argentina, Brazil, Cambodia, Cameroon, Ethiopia, Grenada, Guatemala, Mexico, Republic of Moldova, Morocco, Nepal, Philippines and the occupied Palestinian territory.

and Development in placing migrant domestic workers on its agenda, including through the development of tools on gender-sensitive legislation and social protection for domestic workers and supporting the launch of a Caribbean-wide civil society network to advocate for legal and social protection for domestic workers. UN-Women also prepared the report of the Secretary-General on violence against women migrant workers (A/66/212), which led to the adoption by the General Assembly of resolution 66/128, strengthening measures to protect the human rights of women migrant workers regardless of their immigration status, and a report (A/66/181) that led to the adoption of Assembly resolution 66/129 on improvement of the situation of women in rural areas.

32. UN-Women worked to strengthen the evidence base for women's economic empowerment by supporting the collection and analysis of sex-disaggregated data and gender statistics. This included such country-level interventions as support for time-use surveys in Algeria and India and, in seven Latin American countries,[7] working with such partners as the Economic Commission for Latin America and the Caribbean (ECLAC) and the United Nations Population Fund (UNFPA). In Busan, UN-Women and the Statistics Division of the Department of Economic and Social Affairs launched the Evidence and Data on Gender Equality partnership to support national capacity to collect data on key indicators identified by the Statistical Commission and support the development of international standards. UN-Women also targeted gaps in the production, availability and use of knowledge to advance women's economic empowerment, launching the development of a knowledge gateway as a global repository of information on women's economic empowerment.

33. UN-Women engaged the private sector, acknowledging its central role in this area. The chief executive officers of 145 companies signed the UN-Women/United Nations Global Compact Women's Empowerment Principles. In Pakistan, UN-Women and the International Labour Organization (ILO), in partnership with civil society organizations and the Sialkot Chamber of Commerce and Industries, worked to expand equal opportunity for decent work, including for over 1,000 home-based women workers.

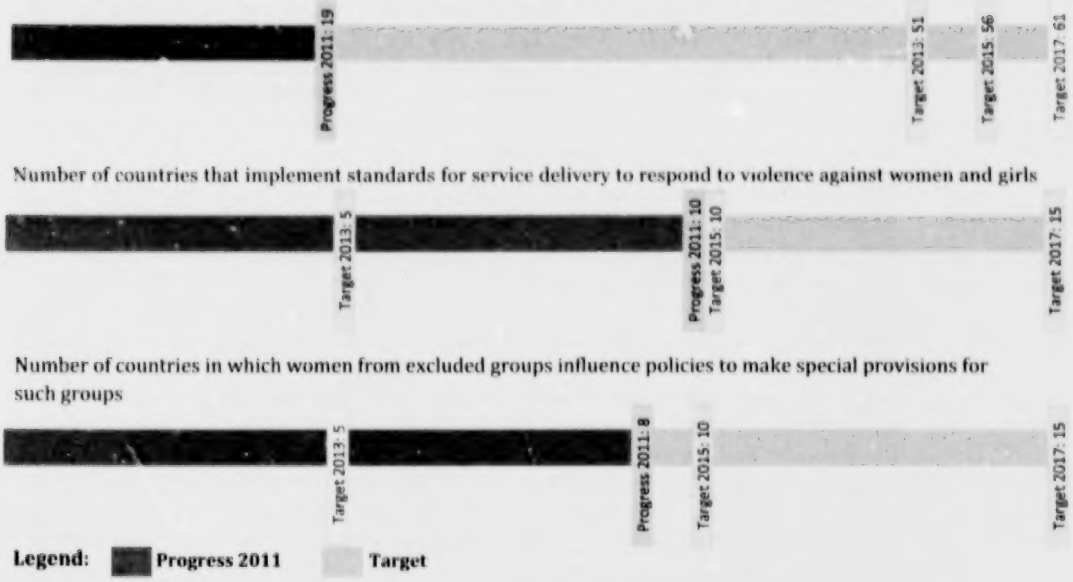
34. It became apparent in 2011 that gender-responsive macroeconomic analysis remained both a marginalized aspect of global policy discourse and one to which there was some resistance. For example, it has proved more difficult than anticipated to situate women at the centre of debate on the economic and financial crisis. At the same time, demand for technical assistance from the country level exceeds the current capacity of UN-Women. Efforts to increase capacity will be a priority for 2012 and beyond.

Ending violence against women and girls

35. UN-Women capitalized on intensified political will at all levels and an expanding base of partners committed to ending violence against women, including Member States, women's machineries, line ministries, civil society, parliamentarians, judges, police, lawyers, universities, the media, researchers, the private sector and United Nations agencies, particularly through joint programmes, including those sponsored by the Millennium Development Goals Achievement Fund (see figure V).

[7] Brazil, Colombia, Guatemala, Mexico, Panama, Paraguay and Peru.

Figure V
Ending violence against women: trajectory of progress towards the target


Number of countries that adopt national action plans on ending violence against women and girls
Progress 2011: 19
Target 2013: 51
Target 2015: 56
Target 2017: 61
Number of countries that implement standards for service delivery to respond to violence against women and girls
Target 2013: 5
Progress 2011: 10
Target 2015: 10
Target 2017: 15
Number of countries in which women from excluded groups influence policies to make special provisions for such groups
Target 2013: 5
Progress 2011: 8
Target 2015: 10
Target 2017: 15
Legend:
Progress 2011
Target

Number of countries supported under priority area 3	Programme expenditures under priority area 3
85	$ 23.9 million

36. In 2011, UN-Women supported policy and legal reforms, new national action plans and improved service-delivery standards in 36 countries and areas.[8] Many of the new laws explicitly respond to international human rights standards and recommendations of the Committee on the Elimination of Discrimination against Women, reflecting the role of UN-Women in linking global normative frameworks to national-level development. UN-Women leveraged its convening role to support partnerships, such as the joint action plan of the Governments of Burkina Faso and Mali to curb female genital mutilation. Advocacy on the part of UN-Women encouraged increased budgets for the implementation of programmes in, for example, El Salvador, Timor-Leste and Ecuador, the latter driven by UN-Women-supported citizen observer groups. UN-Women also supported diverse approaches, from the costing of Albania's action plan on domestic violence to integrating anti-violence responses in ministerial plans in Burundi.

[8] Afghanistan, Albania, Argentina, Barbados, Burkina Faso, Burundi, Cambodia, Cape Verde, Colombia, Democratic Republic of the Congo, Dominica, El Salvador, Ethiopia, Georgia, Grenada, Guatemala, Guinea, Guinea-Bissau, Haiti, India, Lesotho, Liberia, Mexico, Nicaragua, Nigeria, Pakistan, Paraguay, Peru, Rwanda, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Solomon Islands, Sudan, Thailand, Viet Nam and occupied Palestinian territory.

37. Progress was achieved in enforcement, including the adoption of sector strategies such as the national justice strategy in Albania, and the establishment of specialized mechanisms, such as family violence and sexual offences units in Solomon Islands, with violence coordinators now stationed in every province. In the Caribbean region, UN-Women facilitated the "protocol of partnership", involving ombudsmen's offices, police commissioners and service providers to reduce impunity for sexual violence. A new law in Cape Verde, supported by UN-Women through capacity development of judges, attorneys and police and community-level dissemination of the law, led to improvement in women's access to justice: court sentencing times for cases of gender-based violence were reduced to two months compared with four to five years previously; more cases were tried; and more than 2,000 women obtained access to services (medical, police, legal and counselling) under provisions for expanded support.

38. UN-Women contributed to improving and expanding services for those subjected to gender-based violence, including assistance in Kenya to Kenyatta National Hospital for improving the quality of services for survivors of violence and in South Africa for the establishment of the National Gender-Based Violence Council, and to establishing and supporting safe-house networks, crisis centres and one-stop-centres in countries including Ethiopia and South Africa.

Box 2
UNiTE to End Violence against Women

"Say NO — UNiTE to End Violence against Women", the social mobilization platform of the Secretary-General's UNiTE campaign, recorded over 2 million actions, engaged more than 700 civil society partners and established strategic partnerships, such as with the World Association of Girl Guides and Girl Scouts, to develop a non-formal education curriculum on ending violence against girls. The curriculum will have been rolled out in at least 20 countries by 2013.

39. Data quality was strengthened. For example, in Guatemala, UN-Women supported the creation of a publicly accessible national system that maps all services available from public, private and civil society organizations, integrated into the national Geographical Information System, which offers online advice with a focus on adolescent girls and young women at risk.

40. UN-Women addressed the role of men, continuing its collaboration with the international MenEngage global alliance as a member of its steering committee, including for the new MenCare global fatherhood campaign. In South Africa, under the UNiTE campaign, UN-Women promoted an "edutainment" game, launched in schools to improve understanding of gender-based violence among young women and men.

Box 3
Virtual Knowledge Centre

The UN-Women Virtual Knowledge Centre to End Violence against Women and Girls continued to provide state-of-the-art guidance, case studies, training and other tools in 60 languages. By the end of 2011, it had had 270,000 users from 221 countries and territories. A user survey showed the Knowledge Centre supporting work on public policies and legal reforms (Côte d'Ivoire, Equatorial Guinea), the costing of national plans (Seychelles), educating students on men and gender equality (Kenya), training providers (Kurdistan, Iraq), judges (Europe) and police (Papua New Guinea), developing zero-tolerance programmes for sexual harassment in the workplace (South Africa), supporting acid crime survivors (Cambodia, Nepal, Uganda) and developing radio programmes (Colombia).

41. UN-Women continued to work on the "Safe Cities" initiative, together with mayors' offices and grass-roots and women's organizations. The existing partnership of UN-Women with the United Nations Human Settlements Programme was enriched by a new three-way partnership also including the United Nations Children's Fund (UNICEF), for which plans for collaboration in multiple countries were developed. New policies were issued, including measures in Cusco, Peru, for improving women's safety in city spaces, a police act in Kerala, India, punishing sexual crimes in public spaces, a new city ordinance and public campaign in Quito, Ecuador, to end sexual harassment, integration of "Safe Cities" approaches into new government social protection schemes in New Delhi and the adoption of women's safety audits in the Ministry of Housing, Utilities and Urban Development of India for planning processes. UN-Women also developed an impact evaluation strategy and training curricula to support scale-up.

Box 4
United Nations Trust Fund to End Violence against Women

The United Nations Trust Fund to End Violence against Women, managed by UN-Women for the United Nations system, brings the different capabilities of international agencies together for a coordinated and coherent response to gender-based violence. In 2011, the Trust Fund continued to fund United Nations country teams in support of joint programmes on violence against women and girls. For example, in Nepal, the Trust Fund supported a joint UN-Women/UNICEF/UNFPA programme to build the capacity of district-level government and service providers to implement services for survivors, including a four-month training course in psychosocial counselling for community-level social mobilizers, dramatically improving the quality of care provided to survivors of violence. The Trust Fund also awarded a grant to support the efforts of agencies in Uruguay (UNICEF, UNDP, UN-Women, UNFPA, the International Organization for Migration, the World Health Organization (WHO) and the United Nations Educational, Scientific and Cultural Organization) to better coordinate government and civil society

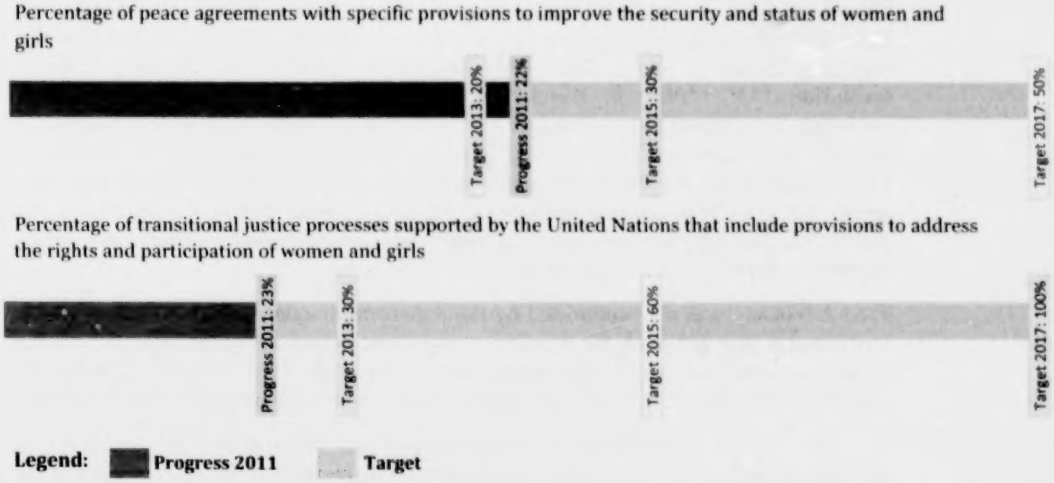
efforts to end violence and gather evidence to promote accountability and effectiveness.

42. Multiple challenges remain, including combating entrenched gender-based discrimination, translating policy pledges into meaningful change for women's lives, securing adequate resources for the implementation of programmes, improving access to quality services and justice, strengthening law enforcement and ending impunity for perpetrators. Primary prevention remains largely underdeveloped and underfunded.

Increased women's leadership in peace and security and humanitarian response

43. There were multiple opportunities in 2011 to support women's leadership in peace and security and humanitarian response. The new role of UN-Women as the system-wide leader on gender equality facilitated important partnerships (see figure VI).

Figure VI
Peace and security: trajectory of progress towards the target


Percentage of peace agreements with specific provisions to improve the security and status of women and girls
Target 2013: 20%
Progress 2011: 22%
Target 2015: 30%
Target 2017: 50%
Percentage of transitional justice processes supported by the United Nations that include provisions to address the rights and participation of women and girls
Progress 2011: 23%
Target 2013: 30%
Target 2015: 60%
Target 2017: 100%
Legend:
Progress 2011
Target

Number of countries supported under priority area 4	Programme expenditures under priority area 4
37	$ 18.5 million

44. Partnership with the Department of Political Affairs and the Department of Peacekeeping Operations was central. Working with the Department of Political Affairs in the context of a joint strategy on gender and mediation, UN-Women trained more than 200 senior-level women peace and security experts from 25 countries in mediation techniques. Many were added to the Department's roster of mediation experts, more than 30 per cent of whom are now women. A senior gender adviser was provided to the mediation team for the Darfur talks in Doha,

while joint support from UN-Women and the Department for women's engagement in the Somalia road map process resulted in direct advocacy (but not representation) by women's groups. A senior gender adviser to the United Nations Support Mission in Libya helped women's groups to lobby for gender-equal provisions in the country's emerging electoral law. The adviser also supported the United Nations integrated planning process, embedding gender equality in the new mission. By seconding experts, UN-Women supported the commissions of inquiry formed by the United Nations in Libya and Côte d'Ivoire to investigate human rights abuses against women in those countries.

45. Working with the Department of Peacekeeping Operations, and on behalf of United Nations Action against Sexual Violence in Conflict, UN-Women developed scenario-based predeployment training for military peacekeepers to prevent and respond to sexual violence. This was supported by the Security Council in its resolution 1960 (2010) and by the Secretary-General in his annual report on conflict-related sexual violence (A/66/657-S/2012/33). The training was piloted in Argentina, Bangladesh and Brazil, and was integrated into training sponsored by the Governments of the Netherlands and Spain. This partnership also led to the development of the first system for assessing risk and signs of conflict-related sexual violence for protection actors.

46. At the system-wide level, UN-Women successfully pushed for an agreement on earmarking a minimum 15 per cent of all United Nations-managed peacebuilding funds for programming on gender equality and women's empowerment. UN-Women also contributed to the production of national action plans on Security Council resolution 1325 (2000) in Burundi, Georgia and Nepal. Globally, UN-Women contributed to increased awareness of individual military and police personnel through an e-learning course on the implementation of resolution 1325 (2000) in Latin America and the Caribbean and in Africa. In 2011, 1,526 men and 199 women enrolled in the Latin American version of the course, and 1,078 men and 144 women enrolled in the African version. Most applicants were national military and police personnel, for whom the course is free.

47. Advocacy was also supported by the enhanced mandate of UN-Women, which facilitated a stronger push for women's voices and perspectives, as reflected by the six international donor and other engagement conferences held in 2011 (Afghanistan, Central African Republic, Côte d'Ivoire, Somalia, South Sudan and Sudan (Darfur)).

48. UN-Women maintained its strong support for women in civil society. For example, it supported "open days" consultations in 15 countries,[9] giving women the opportunity to have direct access to senior United Nations leaders. The consultations resulted in a direct mandate by the Special Committee on Peacekeeping Operations to all peacekeeping missions to conduct "open days" and provide an annual report on recommendations from women. Successful partnering and advocacy also led to the launch by the Peacebuilding Fund if a $5 million initiative on women's participation in peacebuilding to leverage women's voices on peace and security issues. In Tajikistan UN-Women supported women's watch groups that brought together women leaders in rural communities to identify gaps in local governance and social protection services. One such group visited more than 500 vulnerable

[9] Afghanistan, Burundi, Bosnia and Herzegovina, Democratic Republic of the Congo, Ghana, Haiti, Kenya, Lebanon, Liberia, Nepal, Philippines, Serbia, Sudan, Sierra Leone, Timor-Leste.

households and successfully lobbied the Government to change the way it issued disability and social protection benefits. In Liberia, UN-Women and the Ministry of Gender and Development supported women's community "peace huts", where women volunteers refer survivors to necessary services. In Timor-Leste UN-Women supported local non-governmental organizations and United Nations entities in the development of a referral pathway for survivors of sexual and gender-based violence.

49. One particular focus in 2011 was support for women's engagement in post-conflict elections (in Côte d'Ivoire, Democratic Republic of the Congo, Haiti, Liberia, South Sudan) as voters, candidates and polling officials. In addition, following UN-Women intervention, three countries with integrated United Nations missions adopted electoral gender quotas (Haiti, South Sudan, Timor-Leste).

50. The ongoing reluctance of national and international decision makers to ensure space for women in peace negotiations was, however, reaffirmed in 2011. Women's representation among negotiating parties or national delegations remains ad hoc and dependent on external support, often provided by UN-Women. Systems to afford women's groups the opportunity to consult with national representatives, submit recommendations or send representatives to important decision-making forums do not yet exist. UN-Women will focus on ways to institutionalize women's participation in peace and security.

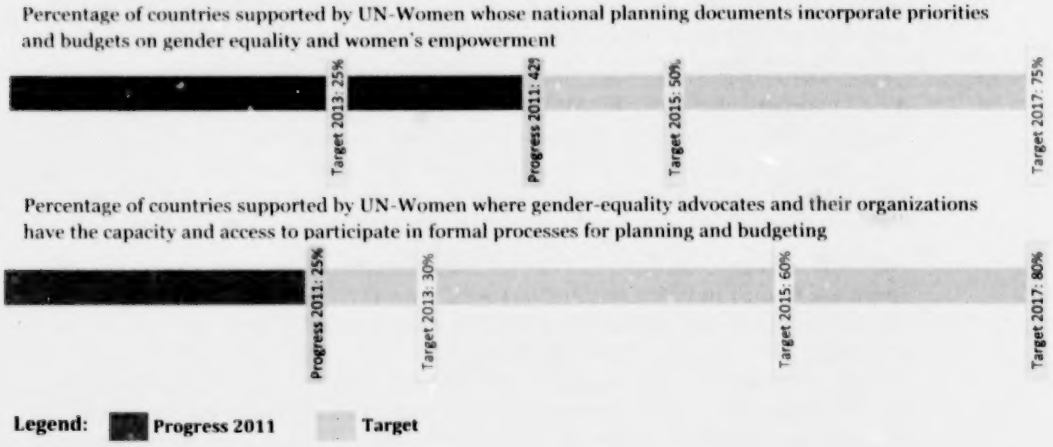
Strengthening the responsiveness of plans and budgets to gender equality

51. In 2011, UN-Women supported the incorporation of gender-sensitive, sector-specific targets and performance indicators into plans and budgets to facilitate the measurement of progress and to ensure accountability in implementation, linking them to the implementation of normative frameworks (see figure VII). For example, commitments by countries to put in place gender-responsive budgeting, an area of focus of UN-Women, led to increased resources for gender equality in 2011 in six countries.[10] In Ecuador alone, Government agencies allocated a total of $1.3 billion to the pursuit of gender equality, representing 4.5 per cent of the total national budget for policies and plans in the areas of violence against women, equal access to jobs and financial resources, and sexual and reproductive rights.

52. After receiving technical assistance from UN-Women, Ethiopia included gender indicators and targets in its national plan, while in Albania, Pakistan and the United Republic of Tanzania, gender-sensitive indicators were included in performance-monitoring frameworks of Government institutions.

[10] Bolivia (Plurinational State of), Ecuador, Mali, Morocco, Nepal and Zimbabwe.

Figure VII
National planning and budgeting: trajectory of progress towards the target


Percentage of countries supported by UN-Women whose national planning documents incorporate priorities and budgets on gender equality and women's empowerment
Target 2013: 25%
Progress 2011: 42%
Target 2015: 50%
Target 2017: 75%
Percentage of countries supported by UN-Women where gender-equality advocates and their organizations have the capacity and access to participate in formal processes for planning and budgeting
Progress 2011: 25%
Target 2013: 30%
Target 2015: 60%
Target 2017: 80%
Legend:
Progress 2011
Target

Number of countries supported under priority area 5	Programme expenditures under priority area 5
65	$ 17.4 million

53. In a number of countries UN-Women has partnered with the Ministry of Finance in order to ensure that annual budget guidelines issued to sector ministries required the integration of a gender perspective. For example, in Mali, the Ministry of Finance issued its first gender-responsive budget circular in 2011 with UN-Women technical support. In Uganda, at the request of the Ministry of Finance, Planning and Economic Development, UN-Women facilitated the recruitment of an expert who worked closely with Government institutions at the national and local levels to support the analysis, formulation and implementation of gender-responsive plans and budgets. One outcome of the process was a budget call circular for 2012-2013, which is fully aligned with the gender policy of Uganda.

Box 5
Global HIV policy work

In 2011, UN-Women supported networks of women living with HIV to advocate for the inclusion of their priorities in national policies, plans and strategies in Cambodia, Fiji, India, Indonesia, Jamaica, Lao People's Democratic Republic, Senegal and Viet Nam. In Jamaica, for example, this mobilization led to a Government declaration ensuring protection against and legal redress for HIV-related discrimination.

At the global level, UN-Women convened key partners (Joint United Nations Programme on HIV/AIDS (UNAIDS), UNFPA, UNDP, WHO, the Global Fund to Fight AIDS, Tuberculosis and Malaria, the United States President's Emergency Plan for AIDS Relief (PEPFAR), the Monitoring and Evaluation to Assess and Use Results (MEASURE Evaluation) partnership, the German Agency for International Cooperation, the

International Community of Women Living with HIV/AIDS and other civil society partners) to agree on an indicator for prevalence of intimate partner violence against women, both as an outcome and as a proxy for gender inequality. As part of this process, UN-Women was nominated by the group of partners to participate in a review of indicators from the special session of the General Assembly on HIV/AIDS with a view to identifying areas for improvement. Those efforts have led to the successful adoption of this indicator.

54. Similarly, in a number of countries, UN-Women supported the incorporation of programmes and targets for the implementation of gender-equality priorities in 2012 sector plans and budgets. In Ghana, the Sudan and Viet Nam, gender equality was successfully integrated into national plans on HIV and AIDS. UN-Women also advocated for and provided technical assistance on increased resources to address women's priorities, including at the local level. In the Plurinational State of Bolivia, UN-Women supported efforts to strengthen the capacity of civil servants to formulate and execute gender-responsive plans and budgets, contributing to such changes as the quadrupling of the budget of the equal opportunity office in Cochabamba. In Mozambique, Sierra Leone and the United Republic of Tanzania, local districts were able to allocate increased resources of local development funds towards projects addressing women's priorities through the joint UN-Women/United Nations Capital Development Fund programme on gender-equitable local development.

55. National performance-monitoring mechanisms supported by UN-Women were used to track gender results and investments in the gender budget report of Morocco, the budget gender-marking system of Nepal and the budget-tracking system of Ecuador. In Egypt, the Ministry of Finance produced a gender-responsive analysis of local spending related to public services at the local level. The first report on 2010/11 expenditures was published in 2011, following UN-Women advocacy and capacity-building activities for Ministry staff. In Zimbabwe, the parliamentary portfolio committee on women, gender, youth and community development used findings from the gender analysis of the 2011 national budget carried out by the Zimbabwe Women's Resource Centre and Network, with support from the Fund for Gender Equality, to highlight gender gaps in budgetary allocations in key social and economic sectors to the Finance Minister.

56. Results were achieved through broadened partnerships. In 2011, the close collaboration of UN-Women with partners, including the European Commission, the United Nations Capital Development Fund, the Organization for Economic Cooperation and Development, the International Training Centre of ILO, UNAIDS, the PEPFAR programme, the United States Agency for International Development, the Global Fund and the International Community of Women Living with HIV/AIDS, benefited its work.

Supporting global norms, policies and standards on gender equality

57. The need to leverage the synergy between normative and operational efforts for gender equality and women's empowerment underpins the UN-Women mandate. In 2011, UN-Women laid the foundations of its approach with a four-part strategy.

First, it used gender-equality-specific intergovernmental forums to reaffirm and strengthen existing norms and standards, highlight gaps in implementation and formulate policy recommendations in, for example, the Commission on the Status of Women and the Economic and Social Council. Second, it promoted gender perspectives in major United Nations and other agenda-setting processes, such as the Fourth United Nations Conference on the Least Developed Countries and preparations for the United Nations Conference on Sustainable Development. Third, it consistently pushed gender equality and women's empowerment to be addressed both as cross-cutting and stand-alone issues central to development, human rights and peace and security. Fourth, it increasingly drew on evidence and experience from the country level, partnerships with Member States, civil society organizations and United Nations agencies, and through UN-Women knowledge and advocacy functions, including capacity-development efforts with Governments and national actors.

58. As the secretariat of the Commission on the Status of Women, UN-Women supported the fifty-fifth session of the Commission on advancing the role of and benefits for women and girls in science and technology and on the transition to work, including by preparing substantive reports, organizing side events to share national experiences and engaging closely with civil society.

59. UN-Women supported Governments and partnered with other United Nations agencies to profile gender equality at other intergovernmental forums and conferences in 2011. The ministerial declaration adopted by the Economic and Social Council at its substantive session of 2011 contained strong references to gender equality and the empowerment of women. UN-Women highlighted women's economic empowerment as fundamental to enhancing women's independence and control over their own lives at the Fourth United Nations Conference on the Least Developed Countries. The Istanbul Declaration and the Programme of Action for the Least Developed Countries for the Decade 2011-2020 contain multiple references to gender equality and the empowerment of women. At the aid effectiveness conference in Busan, UN-Women supported Governments in developing the Joint Busan Action Plan on Gender Equality and Development, which further elaborates strong commitments to gender equality.

60. One highlight of UN-Women partnership with Governments was a side event during the General Assembly at which women Heads of Government issued a joint statement on women's political participation. This encouraged the adoption of the Assembly's landmark resolution 66/130 on women and political participation.

61. Efforts continued to establish a robust system for ensuring that work on gender equality at the country level better reflects the outcomes of norms and standards adopted in intergovernmental forums. This will be a priority going forward.

More effective and efficient United Nations system coordination and strategic partnerships

62. UN-Women focused in 2011 on driving more effective and efficient United Nations system coordination and building strategic partnerships for gender equality and women's empowerment, leveraging the leadership role of its mandate. UN-Women worked through inter-agency forums to promote gender equality and the empowerment of women.

Box 6
System-wide action plan on gender equality and the empowerment of women

The development of the system-wide action plan as a corporate accountability framework was an important step in carrying out the mandate of UN-Women to promote accountability across the United Nations system. Following a request by the United Nations Chief Executives Board for Coordination to accelerate system-wide gender mainstreaming and promote accountability, UN-Women convened United Nations partners to develop a framework of six accountability areas: results-based management; human and financial resources; capacity development; oversight; evaluation, monitoring and reporting; and knowledge generation and management. This established the United Nations system's first common framework to measure progress in gender mainstreaming across the system.

63. The approach of UN-Women was founded on the contributions of United Nations partners. In the area of peace and security, UN-Women worked with the Peacebuilding Support Office for the development of a strategic framework and action plan for gender-responsive peacebuilding. To end violence against women, UN-Women co-led with UNFPA a joint programme in 10 countries, administered the United Nations Trust Fund to End Violence against Women and coordinated the Secretary-General's UNiTE campaign. In Latin America and the Caribbean, a partnership was established with FAO and ECLAC to develop case studies and policy recommendations to empower women in rural areas, while in the context of the Inter-Agency Network on Women and Gender Equality, UN-Women helped to produce information on rural women and the Millennium Development Goals and a joint United Nations system statement for the fifty-sixth session of the Commission on the Status of Women.

64. To promote accountability across the United Nations system, UN-Women convened partners to develop a system-wide action plan providing an accountability framework to accelerate gender mainstreaming. At the country level, the use of performance indicators, gender scorecards and gender audits was supported and encouraged.

65. Thirty new memorandums of understanding between UN-Women and other United Nations agencies were signed. In December, a letter co-signed by the Executive Directors of UNFPA and UN-Women was sent to representatives reaffirming each organization's commitment to gender-equality programming within their respective mandates and areas of strength.

Box 7
Delivering as one

UN-Women was active in all eight "Delivering as one" pilot countries, and increasingly in "self-starter" countries. Initial experience showed marked improvement in the focus on gender equality in the pilot countries, with greater involvement of agencies and the United Nations country team as a whole. All "Delivering as one" pilot countries implemented performance indicators on gender equality, gender audits and/or took initiative towards some form of gender marker to assess performance and investment.

For example, in the United Republic of Tanzania, the United Nations Development Assistance Plan for 2011-2015 established gender equality as a programming principle against which every action and activity must be monitored. Twenty per cent of "One United Nations fund" allocations were dependent on the delivery of cross-cutting considerations of gender equality and human rights, and the quality assurance review included gender equality indicators. In Viet Nam, the 2012-2016 plan included $40 million for gender equality programming (10 per cent of the budget), tracked through a gender marker, representing a doubling over the previous plan.

66. Where UN-Women had a strong country presence it took on a leadership role in coordinating the United Nations, for example by chairing or co-chairing gender theme groups in 45 countries and contributing to United Nations Development Assistance Frameworks in 20. UN-Women worked closely with and enjoyed strong and valued support from United Nations country teams and resident coordinators, participating in 106 joint programmes. For example, in Brazil, Colombia, Ethiopia, Liberia, Morocco, Rwanda, Viet Nam and the occupied Palestinian territory, UN-Women participated in joint programming on legal frameworks, public policies and service delivery to address gender-based violence.

67. In those countries where UN-Women has not yet developed capacity on inter-agency mechanisms and approaches, UN-Women supported and partnered with other agencies, taking the lead on gender-equality initiatives. In 2012 UN-Women will continue to strengthen its capacity to deliver on this aspect of its mandate and the strategic plan.

Institutionalizing a strong culture of results-based management, reporting, knowledge management and evaluation

68. UN-Women strengthened results-based monitoring and reporting, knowledge management and evaluation in 2011. The results and indicators of the development and management results frameworks of the strategic plan were refined, including the identification of undetermined baselines. In addition, results were linked to budgets and expenditures to enable results-based budgeting and expenditure reporting. UN-Women established an online tracking system that allows offices to report on contributions to national priority areas.

69. UN-Women prioritized country-level planning frameworks. Fifty-six country-level strategic notes and workplans were developed for UN-Women country presences that described its contributions to national priorities through a coordinated country team response for 2012-2013. These included development and management results frameworks and budgets. Results and indicators were entered into a results-tracking system. The strategic notes and workplans were peer-reviewed at the subregional and headquarters levels to ensure quality. A further review confirmed close alignment to the strategic plan.

70. UN-Women invested in a knowledge platform as a repository of knowledge and as a tool connecting UN-Women internally and with partners for programme management and knowledge exchange.

71. UN-Women established an independent Evaluation Office, reporting to the Under-Secretary-General/Executive Director. The Office completed an evaluability assessment of the strategic plan of the former United Nations Development Fund for Women and initiated three corporate-level evaluations (an evaluation of joint programmes on gender equality and thematic evaluations on ending violence against women and peace and security). Fifteen decentralized evaluations were completed, with eleven rated as good or higher. For the evaluations completed in 2011, 10 management responses were submitted to the Evaluation Resource Centre. UN-Women will institute tracking systems to better ensure the preparation of management responses and track their implementation. This will be reflected in the new evaluation strategy in 2012.

72. UN-Women promoted gender-sensitive evaluation across the United Nations system, including by chairing the United Nations Evaluation Group. In partnership with the Office of the United Nations High Commissioner for Human Rights and other United Nations organizations, UN-Women completed a handbook on the integration of gender equality and human rights in evaluation and supported country-led evaluations and the independent evaluation of the "Delivering as one" initiative.

Enhancing organizational effectiveness

73. The year 2011 was critical for the operational foundation of UN-Women. Both the institutional and regular biennial budgets were prepared and were approved by intergovernmental bodies following the approval of transitional institutional and regular budgets for 2011 at the start of the year. They reflected the Entity's field orientation alongside its normative and intergovernmental mandate.

74. To achieve cost efficiencies in the areas of information and communications technology (ICT), procurement and other operational services, such as human resources, treasury and administrative support to the field, UN-Women leveraged shared services and service-level agreements with other United Nations agencies and shared experience, good practices and innovation. For example, UN-Women used cross-agency long-term agreements for recurring goods and services. Most ICT procurement was done under such agreements, established by other United Nations entities to ensure competitive pricing.

75. UN-Women initiated the revision of its programme and operational policies and procedures, including the simplification of programme approvals, reporting and delegation of financial and programmatic authority. Operational modalities were

more closely aligned with the harmonized and simplified operational procedures of the United Nations, and fragmentation in the transfer of financial resources to implementing partners was reduced.

76. UN-Women successfully rolled out new accounting standards in compliance with the International Public Sector Accounting Standards on 1 January 2012, after reviewing policies and procedures, gathering core accounting information and assessing organizational capacity. This provided an opportunity to update and improve operational procedures and to train staff.

77. Strategic human resources management remained a priority. The successful consolidation of the former entities provided the foundation for a cohesive workforce. A functional analysis, based on the comprehensive proposal of the Secretary-General for the composite entity for gender equality and the empowerment of women (A/64/588), was undertaken to guide organizational structures at headquarters, leading to an alignment exercise. Of 159 headquarters positions that were reviewed, 150 were aligned or matched. In 2011, 114 recruitments were finalized and 57 were initiated. The finalization of recruitments took 15 weeks on average. Women comprise 80 per cent of the staff.

Mobilizing and leveraging adequate resources

78. Improved returns from resource mobilization were realized in 2011. The new resource mobilization strategy and business case drove higher support for core resources, with more donors increasing core support to $10 million or higher, and an increase in non-traditional donor support, including over $1 million from India and the United Arab Emirates and from national committees. In addition, the number of government donors increased from 107 to 116 during the year.

79. UN-Women strengthened the mobilization of resources from foundations, receiving grants of $1,233,000 in 2011, and developed the capacity of its 18 national committees, which increased their activities. For example, the Australian committee organized 350 events around International Women's Day, while the United States committee held "walks to end violence against women". The Icelandic committee expanded its "sisterhood" campaign to raise awareness on gender equality and UN-Women, while the Finnish committee began a similar programme. Overall, national committees contributed $823,000 in 2011, while also advocating for increased Government contributions.

80. Resource mobilization targets for 2011 were not fully met, however. Targets for 2012 and 2013 were reduced from the $500 million in the Secretary-General's comprehensive proposal, but achieving the reduced goal of $700 million for the biennium still requires significantly increased donor support.

81. Funding partners received quality narrative and financial reports. A pilot regional training programme on donor reporting will be expanded to other regions in 2012, along with electronic platforms, guidance materials and other types of support for reporting.

IV. Income and expenditure

82. Core resources increased by 60 per cent, from $78 million in 2010 to $125 million in 2011, reflecting donor commitment to the work and mandate of

UN-Women despite global financial constraints. On non-core funds, $103 million was received in 2011, an increase of $6 million (6 per cent) from 2010 (see tables 1 and 2).

Table 1
UN-Women income by resource type and source, 2011
(Millions of United States dollars)

Source of income	*Actual*	*Approved budget*	*Comparison to budget*	
			Amount	*Percentage*
Regular resources (unearmarked)				
Governments	124.1	224.5	(100.4)	(45.0)
United Nations agencies	0.1	0.1	—	—
National committees	0.2	0.2	—	—
Other private sector donors	0.2	0.2	—	—
Subtotal	**124.6**	**225.0**	**(100.4)**	**(45.0)**
Other resources (earmarked)				
Governments	85.0	236.4	(151.4)	(64.0)
United Nations agencies	15.9	15.9	—	—
National committees	0.7	0.7	—	—
Other private sector donors	1.0	1.0	—	—
Subtotal	**102.6**	**254.0**	**(151.4)**	**(60.0)**
Total	**227.2**	**479.0**	**(251.8)**	**(53.0)**

Table 2
Programme expenditure, 2011
(Millions of United States dollars)

	Regular resources (unearmarked)	*Other resources (earmarked)*
Africa		
Country offices	8.5	12.3
Regional offices	7.5	10.0
Latin America and the Caribbean		
Country offices	2.4	8.8
Regional offices	4.6	8.2
Arab States		
Country offices	1.3	5.3
Regional offices	1.5	1.0

	Regular resources (unearmarked)	*Other resources (earmarked)*
Asia and the Pacific		
Country offices	2.6	12.3
Regional offices	6.2	6.9
Europe and the Commonwealth of Independent States		
Country offices	0.3	0.5
Regional offices	2.5	6.0
Global programmes and other activities	16.3	22.3
Subtotal country offices	**15.1**	**39.2**
Subtotal regional offices	**22.3**	**32.1**
Subtotal global programmes	**16.2**	**22.0**
Total	**53.6**	**93.3**

83. Total expenditure in 2011 was $192.2 million comprising programme expenditure of $138.0 million and administrative expenditure of $54.2 million (see table 3).[11]

Table 3
Total expenditure, 2011
(Millions of United States dollars)

	Actual	*Approved budget*	*Comparison to plan*	
			Amount	*Percentage*
Programme	138	437	299	68
Net management and administration and programme support	54.2	62.3	8.1	13
Total	**192.2**	**499.3**	**307.1**	**61**

84. As demonstrated in the present report, UN-Women during its first year achieved significant results with modest resources. However, it continues to be resourced well below the $500 million per year envisaged by the Secretary-General in his comprehensive proposal. If UN-Women is to fully carry out its mandate in the years to come, donor support to achieve a minimum funding level that matches the ambitions of the mandate afforded to it by the General Assembly will be essential.

[11] Including expenditures under the United Nations Trust Fund to End Violence against Women.